DEUTSCHE AFRIKA-LINIEN
JOHN T. ESSBERGER

news

April/2024 The Group's In-House Magazine www.rantzau.de

One hundred years of John T. Essberger

A double ship christening in the port of Hamburg and a Senate reception in the historic town hall are the highlights of the anniversary celebrations on 21 June 2024

As the last of the four chemical tankers built in China for John T. Essberger, the "Heinrich Essberger" (7,135 dwt) set off on its long journey from the Yangtze River around the Cape of Good Hope to Europe at the beginning of April

In December 1924, in politically and economically turbulent times, John T. Essberger (1887–1959) founded a tanker shipping company in Hamburg, which today bears his name. The former career officer (Corvette Captain) became one of the most important private shipowners and shipping officials in Germany.

After the loss of the entire fleet in the Second World War, he developed the core business of tanker shipping into a maritime group of companies with liner services to West, East and South Africa (Deutsche Afrika-Linien), and built not only a number of spectacular tankers but also cargo ships at German shipyards.

After his death, his daughter Liselotte von Rantzau, née Essberger (1918–1993) continued the business in the same spirit. Further large crude oil tankers and highly specialised smaller chemical tankers were taken into service. Container ships entered the liner services to Africa, and a fleet of technically advanced cement tankers was built. As a successful shipowner in a business dominated by men, Liselotte von Rantzau was recognised worldwide. "Aunt Lilo" was popular with her employees because of her socially minded management.

At the beginning of the 1980s, her sons Dr Eberhart and Heinrich von Rantzau began to take on increasing responsibility and

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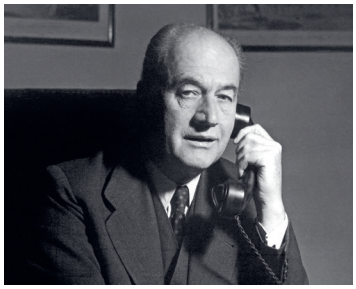
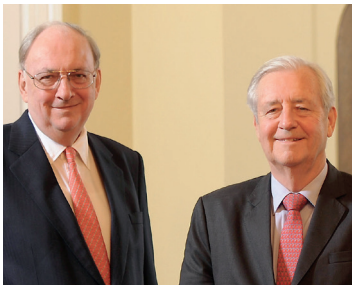


John T. Essberger (1887-1959)

Liselotte von Rantzau (1918-1993)



Eberhart and Heinrich von Rantzau

For John T. Essberger, 2024 is a very special year: we are celebrating the shipping company's 100th birthday. In the politically and economically turbulent year of 1924, John T. Essberger has overcome all challenges and is now a healthy, family-run company in its third generation, with core expertise in chemical tanker shipping.

Our four chemical tankers built in China were completed in time for the planned birthday celebrations in June and are now all in service. On the celebration day two of the ships will be calling at the port of Hamburg and will be christened here.

Time has taught us that we must deliver excellent work every day. In order to fulfil the demands of the market, we are also required to plan for the future. Therefore, our fleet is in a constant process of renewal, as expected by our customers in the maritime transport of chemicals. We can only succeed if we continuously upgrade our existing fleet, i.e. rejuvenate it by acquiring suitable second-hand tonnage when the opportunity arises, and continuously focus on the next generation of chemical tankers. Only in this way was Essberger Tankers able to achieve a leading position in European coastal chemical shipping and further expand this position with our partner Stolt-Nielsen in the joint venture E&S Tankers. Family cohesion is the foundation of our success. But we know what we owe to our many hard-working and determined employees at sea and ashore. Our grandfather John T. Essberger, the founder of the company that bears his name, introduced and exemplified the concept of the "shipping family". We will endeavour to preserve his legacy in the future.

Yours Heinrich von Rantzau

100 years of John T. Essberger

Town Hall's Great Banquet Hall. Wall murals illustrate the history of Hamburg from Christianisation to its recognition as an international port

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successfully led the shipping group into the modern world of shipping. Following the sale of the liner shipping service of Deutsche Afrika-Linien to Hapag-Lloyd in 2022, John T. Essberger is now concentrating on its core competences again. Today, Essberger is a leader in European coastal chemical shipping with a fleet of more than 30 state-of-the-art tankers and operates in a joint venture with Norwegian shipping company Stolt-Nielsen under the name of E&S Tankers, based in Hamburg. With Essberger Dry Cargo, the shipping company also continues the dry cargo business, it started in the 1930s, currently operating two container vessels.

As the founding date of the company is the year 1924 the centenary will be on 21 June – the longest day of the year.

After the last two ships of a 7.135 dwt tanker quartet built in China have entered service in European waters in spring 2024 (the last ship was still on its way north around the Cape of Good Hope at the time of going to press), the "Eberhart Essberger" and the "Heinrich Essberger" are to be christened at noon at the Baakenhafen cruise terminal (HafenCity).

In the afternoon, 500 employees and guests are expected to attend an official Senate reception in the Hamburg City Hall. With this ceremony, the Free and Hanseatic City of Hamburg is honouring the John T. Essberger shipping company, which has been based in Hamburg from the very beginning and, through its founder, has had a major influence on Hamburg's maritime history. Essberger has been one of largest customers of big and smaller shipyards in North Germany for many decades.

After the Senate reception, employees and their guests can round off the day with a celebration in the park on Palmaille. The von Rantzau family will host a post-naming dinner for the guests of honour at the White House in Blankenese. The anniversary will be accompanied by a special exhibition on the history of its shipping activities at the International Maritime Museum Hamburg (IMMH).

Just in time for the anniversary, a book was published that describes in text and pictures the history of the three generations of the Essberger/von Rantzau family and their commitment to the shipping company

A film will be produced, which will be shown at the Senate reception and in the museum, and will also be available on the website www.rantzau.de. A large-format, richly illustrated book with 304 pages in German and English is currently being produced under the title "Reederei John T. Essberger – 100 Years of Tradition and Excellence".

Pirate attacks on the rise again

The German Shipowners Association (VDR) warns of a significant increase in pirate attacks. In the first three months of 2024, there were 20 per cent more incidents than in the same period last year. The sea areas off Bangladesh, Indonesia, the Somali coast, the Singapore Strait and Angola are currently the most dangerous. There were 33 attacks there during this period. 24 ships were boarded by pirates, six were attacked, two were hijacked and one was shot at. 35 crew members were taken hostage, nine were kidnapped and one was threatened. Added to this is the difficult geopolitical environment in the Red Sea, the Black Sea and parts of the Indo-Pacific. Ships with German participation were the second most frequently affected by the attacks.

"Our fleet planning for the coming years is ambitious but well-thought-out"

Sven Schwarz, new CEO of the DAL/JTE group of companies on his current activities and future plans

After almost 100 days at John T. Essberger, Sven Schwarz is still in the familiarisation phase, but is already fully involved in ongoing business and projects. DAL/JTE News spoke to the new CEO of John T. Essberger:

DAL/JTE NEWS: Mr Schwarz, welcome to John T. Essberger. Have you already had the opportunity to get to know all the employees personally or have you been working remotely due to the home office regulations?
SCHWARZ: I work in the office every day and I am grateful that I have already been able to make personal contact with many employees. Direct communication with employees is very important to me. Despite the current challenges posed by the home office regulations, I have already got to know many of them in person, whether virtually or in smaller groups. Personal contact is essential for a strong team spirit and will continue to be very important in the future.

DAL/JTE NEWS: In your first 100 days, you have already travelled to Japan. What activities were on the programme there and what insights did you gain?
SCHWARZ: The trip to Japan was very informative. Jan Eghoej and I had intensive discussions with several local shipyards and gained valuable insights that can help us in the further development of our Essberger tanker fleet. One major challenge is that the few shipyards worldwide that are able to build high-quality chemical tankers with stainless steel tanks are working at full capacity everywhere and delivery dates are therefore often only promised for 2028/29. This extraordinarily long lead time, in addition to the currently very high newbuilding prices, requires us to be flexible and we also have to think out of the box and consider alternative solutions.

DAL/JTE NEWS: Can you give us an insight into Essberger Tankers' fleet planning for the next few years without giving too much away?
SCHWARZ: Our fleet planning for the coming years is ambitious, but well-thought-out. It is strategically orientated and takes into account both current market conditions and future developments. As part of our fleet renewal programme, we will successively replace older chemical tankers with modern, environmentally friendly tankers, if necessary also temporarily with second-hand tonnage. Our aim is not only to fulfil current requirements, but also to proactively meet future challenges in the field of environmental technologies. Our focus is on stability, continuity and growth in order to further expand our position as market leader.

Sven Schwarz started his job as CEO of the DAL/JTE Group in January 2024. He brings with him vast experience in chemicals shipping

DAL/JTE NEWS: Environmental protection is at the top of our agenda. Which environmentally friendly fuels are suitable for Essberger Tankers' newbuildings?
SCHWARZ: We are looking at various environmentally friendly fuel options for our newbuilds, including alternative fuels such as biofuels, methanol and ammonia, but these must also fulfil our security of supply requirements. Advanced technologies for reducing emissions, such as digital tools for route or performance optimisation, also play a role. It is important to us to find sustainable solutions that not only protect the environment, but are also economically viable in the long term.

DAL/JTE NEWS: The chemical industry in Europe is undergoing radical change, particularly with regard to production sites. How do you see the associated challenges for E&S Tankers?
SCHWARZ: The changes in the chemical industry undoubtedly bring new challenges, but also opportunities for E&S Tankers. We are prepared to react flexibly and adapt our service to the changes in cargo flows in order to continue to be a reliable partner for our customers.

DAL/JTE NEWS: Are there any plans to invest in other tanker segments in addition to E&S Tankers' classic parcel service?
SCHWARZ: We are constantly examining opportunities to diversify our services and also to invest in new segments in order to expand our portfolio and further strengthen our position as a leading provider in the tanker shipping industry. However, our focus is always on long-term stability and profitability.

DAL/JTE NEWS: How do you see the market for chemical tankers developing in E&S Tankers' trade lane? Do we have to prepare for a radical change in the logistics chain – and how can we keep the reins in our hands?
SCHWARZ: The development of the market for chemical tankers requires a forward-looking strategy and flexibility. We endeavour to actively shape the dynamics of the market and stay in control by developing innovative solutions, including the use of artificial intelligence (AI), and working closely with our customers to optimally meet their needs.

DAL/JTE NEWS: Are we prepared not only to transport cargo, but also to actively participate in the planning and organisation of our customers' cargo flows?
SCHWARZ: Absolutely. We see ourselves not just as a transport service provider, but as a strategic partner in our customers' logistics. We therefore strive to be actively involved in the planning and organisation of cargo flows in order to offer our customers tailor-made solutions and create real added value.

DAL/JTE NEWS: Even before the war, the John T. Essberger shipping company had an Essberger Dry Cargo division with general cargo ships and container ships, cement tankers and bulk carriers. Two smaller, more modern container ships still belong to it. What is the future of Essberger Dry Cargo?
SCHWARZ: Essberger Dry Cargo, is an important part of our company and will continue to play a significant role. We will keep a close eye on market developments and act accordingly in order to utilise opportunities and further strengthen the competitiveness of our dry cargo activities.

DAL/JTE NEWS: How do you see Essberger positioned in terms of digitalisation and what role does artificial intelligence (AI) play in our business?
SCHWARZ: We already have a solid foundation in digitalisation and are striving to further strengthen our position. Artificial intelligence offers us exciting opportunities to optimise processes, analyse data and develop innovative solutions. We will use these technologies in a targeted manner to offer our customers an even better service, drive our business forward and offer our customers added value.

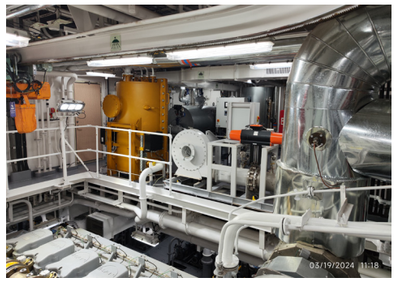
“Heinrich Essberger” completed just in time for the anniversary

The work is done. With the handover of the “Heinrich Essberger”, the last ship of the tanker quartet built in China, at the end of March, the project has been completed

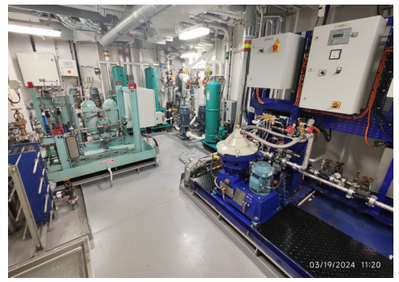
The first voyage of the fourth tanker from China

The last of the four chemical tankers built in China, the “Heinrich Essberger” (7,153 dwt), was delivered to John T. Essberger at the end of March 2024. In her first port of Changzhou – around 100 nautical miles upstream of the mouth of the Yangtze River – she took on a cargo of dimethyl carbonate for Singapore, where she arrived on 10 April. Here the ship bunkered fuel for the rest of the long voyage to Europe. The next port was Port Klang in Malaysia, where a full cargo of lube oil was waiting for destination Amsterdam. This marked the start of the last and longest part of the voyage, which takes the ship non-stop around the Cape of Good Hope to Holland, where she is expected at the end of May. As DAL/JTE News went to press, “Heinrich Essberger” was in the middle of the Indian Ocean. Thanks to this schedule, there is good reason to welcome the vessel in Hamburg just in time for the christening and anniversary celebrations on 21 June. The “Heinrich Essberger” is under the command of Captain Dan Tocitu, who already navigated the “Liselotte Essberger”, the first newbuilding from China, safely to Hamburg, albeit on the shorter route through the Suez Canal, which has since been closed for safety reasons. On these two pages of DAL/JTE News you will find some interior and exterior views of the “Heinrich Essberger” and her crew, taken on the occasion of the handover of the ship at the Dingheng shipyard on the Yangtze.

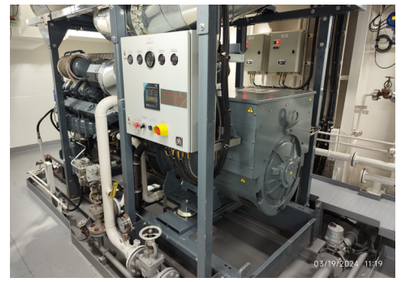
Final work at the shipyard before the “Heinrich Essberger” embarks on her maiden voyage to Europe, with stopovers in Singapore and Port Klang



Part of main engine room



Filter room



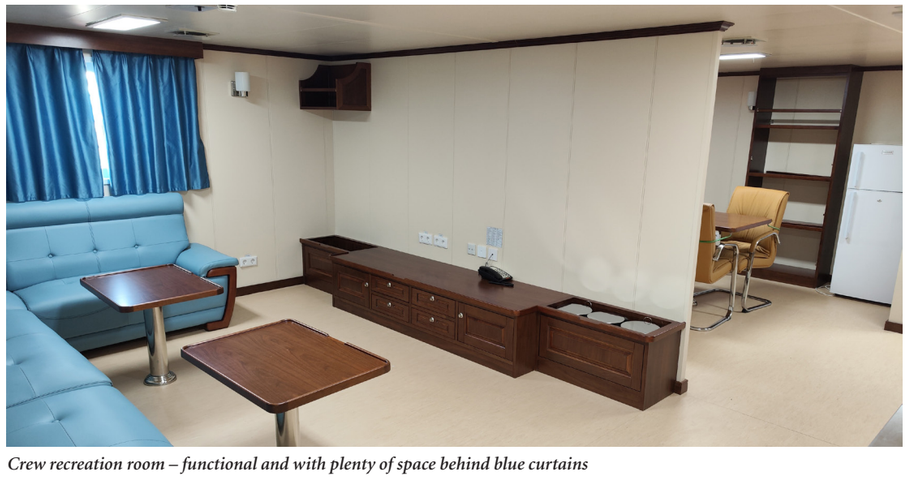
Auxiliary engine

State-of-the-art technology and plenty of space

Fully covered bridge

Hose crane for charging and discharging operation

Cargo control room



Crew recreation room – functional and with plenty of space behind blue curtains

Officers mess room

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Whereabouts

April 2024

Ship name	Master	First Mate	Chief Engineer
Agnes Essberger	Takhir Biazitov	Roman Rybin	Piotr Popiel
Amalie Essberger	Wojciech Nowak	Pawel Bula	Mladen Rodic
Anneliese Essberger	Onno Smit	Kokou Gbegan	Pieter Pasterkamp
Annette Essberger	Koen Ghysels	Yuriy Bezditnyy	Artur Krupa
Birthe Essberger	Jacek Borysiuk	Andrey Kaytukov	Ruslans Lesciks
Caroline Essberger	Walter Bergsma	Dominik Kazior	Arnoldus Eland
Charlotte Essberger	Andrey Grzhibovskiy	Carl Marx Cidro	Lukasz Zeromski
Christian Essberger	Robert Szmaj	Szymon Stalica	Oleksandr Samusenko
Coral Essberger	Dawid Sadecki	Edgars Seliverstovs	Jan Niewierowski
Cuno Essberger	Dariusz Swierkosz	Piotr Czajkowski	Nicolae Boiangiu
Dutch Aquamarine	Nicky Nicolaas Petrus Burger	Maciej Maciejuniec	Pieter-Willem Mars
Dutch Emerald	Stephanus Frerichs	Krzysztof Maniecki	Sijbren Mollinga
Eberhart Essberger	Andrei Malenkov	Aleksejs Glinskis	Marcin Prena
Ellen Essberger	Arkady Khramushin	Krzysztof Brandalski	Leonid Volkov
Elsa Essberger	Stefan Grabowski	Nikolay Kirillov	Sergey Varakin
Georg Essberger	Henryk Bienenstok	Adrian Mariak	Sylwester Leszczynski
Gisela Essberger	Lars Gronlund	Dominik Kulesza	Pavel Semyonov
Heinrich Essberger	Dan Tocitu	Marcin Zietek	Artur Kazimierz Gzella
Helga Essberger	Alexander Tkachenko	Denis Vlasov	Pavel Kuzma
Johann Essberger	Marcin Harasim	Quirino II Agot	Ruslans Sokolovs
John Augustus Essberger	Edward Dziduszko	Mateusz Cygan	Valeriy Bashkurov
John T. Essberger	Jaroslaw Spors	Valentin Eriskin	Andrzej Szyca
Liesel Essberger	Ivo Rubenis	Farits Jambajevs	Grzegorz Jurkiewicz
Lisa Essberger	Nicolaas Van Den Belt	Andre Steenbergen	Johan De Jong
Liselotte Essberger	Grzegorz Kakol	Mateusz Borysewicz	Stefan Tudorache
Nordic Saga	Roar Kyvik	Ronald Jr. Llanos	Alexey Yakovlev
Nordic Sira	Harry Reinikka	Richard Calingacion	Lc Vincent Giuseppe Saul
Nordic Sola	Per-Olov Persson	Michael Mabunay	Steinar Avloyp
Nordic Sund	Kent Baregg	Marlon Bien Gonzaga	Alexey Zimenkov
Patricia Essberger	Daniel Kubacki	Szczepan Pachula	Dagnis Gavars
Philipp Essberger	Mareks Satkovskis	Viacheslav Leonov	Vitor Belo
Roland Essberger	Marcin Madry	Radoslaw Ewertowski	Dmitry Shcherbov
Theodor Essberger	Bartosz Selau	Andrei Rosu	Sergei Bondarenko
Ubena	Janusz Urbanski	Rafel Nones	Gleb Kolechkin
Ulanga	Aleksandr Popov	Yevgeniy Konstantynov	Romeo Roman
Ursula Essberger	Jeroen De Koster	Michal Pietryka	Roel Tichelaar
Wilhelmine Essberger	Leonardus Kanters	Eriks Ciblis	Koen Schenk

Aus der Reederei-Familie

Jubiläen

10 Jahre

Heidi Berger, *DAL, C&O,* 01.02.2014

Martin Kaven, *E&S, Chartering,* 01.03.2014

Besondere Geburtstage

75 Jahre

Manfred Jastorff, *Pensionär,* 14.02.1949

Helmut Hilbig, *Pensionär,* 01.04.1949

70 Jahre

Werner Scharnowski, *Pensionär,* 26.04.1954

65 Jahre

Felix Estrada Rante, *2/E,* 19.04.1959

60 Jahre

Capt. Jacek Borysiuk, 17.03.1964

Ricardo Dumangcas Tubal, *AB,* 03.04.1964

Carsten Radau, *Facility Management,* 09.04.1964

Ryszard Topolewski, *Ship Management,* 24.04.1964

Vadym Kazmin, *Ship Management,* 27.04.1964

50 Jahre

Vitaliy Kolesnyk, *C/E,* 12.02.1974

Dr. Andreas Freier, *IT, Organization & Digitization,* 19.02.1974

Silke Steinfurt, *Crewing / HR Shore,* 21.02.1974

Porferio Jeanpaul Lingo Bongoyan, *2/O,* 26.02.1974

Darwin Orivida Coronacion, *PMP,* 09.03.1974

Capt. Alexander Tkachenko, 19.03.1974

Nicolas Hernandez Mendoza, *AB,* 20.03.1974

Capt. Janusz Rymwid Urbanski, 30.03.1974

Mark David Castaneda, *OS,* 11.04.1974

Neue Mitarbeiter an Land

Fotios Manos, *Ship Management*

Sarah Kalleicher, *Assistenz des CEO Sven Schwarz*

Ausgelernte Auszubildende an Land

Tjark Veltrup,

Gerret Grage, *jetzt E&S Tankers, Operations*

Wir gratulieren zur Geburt eines Kindes

Hauke Hastedt, Thorvi Frieda, geb. 14.03.2024

André Soltau, Liv, geb. 11.03.2024

Wir gedenken

Frank Wiesneth (71 Jahre), Oktober 2023

Joachim Schreiber (79 Jahre), Dezember 2023

Uwe von Gavel (87 Jahre), Februar 2024

New faces

We would like to introduce two new trainees who started their apprenticeship on 1 February 2024. Paul Röpe, 23 (left), has already completed an apprenticeship as a retail specialist at Wempe Jewellers. After graduating from high school, Paul improved his English skills at a language school in Dublin. Paul became aware of us through a friend of his parents, who completed his apprenticeship at JTE 35 years ago.

Luis Sebastian is 21 years old. After completing his baccalaureate, Luis did a voluntary year of social work in a nursing home. He gained first experience in the logistics sector at Flink delivery service. Welcome guys!

Jan Mordhorst joins Essberger archive

The preparations for the shipping company's anniversary this year have shown that our "Stoetzner Archive" has an excellent collection of historical photos and data. Captain Eberhart Stoetzner has compiled and organised the archive over many years, including the facts and figures of all the ships that have ever sailed for the group. Hence the name "Stoetzner Archive". He will continue being available to us with his more than 50 years of knowledge of JTE and DAL.

At the beginning of the year, we gained an absolute expert for the further collection and processing of the archive in the digital world. Jan Mordhorst comes from a family of pilots in Blankenese, grew up on the banks of the river Elbe, learnt the profession of shipping merchant at Bugser, a shipping company in Hamburg, and most recently worked for many years in the editorial department of the maritime news magazine "Täglicher Hafenbericht" (THB). Mordhorst is a maritime journalist and has also written several books. He was editor of the yearbook "Die deutsche Handelsflotte" for many years. There is no better expert on maritime issues than him. He is available for all archive and specialised questions. The best way to contact him is by e-mail at **jan.mordhorst@rantzau.de**

Familiar with the sea, an expert on German merchant shipping, author and journalist: Jan Mordhorst advances the Stoetzner Archive of John T. Essberger in the digital world

High spirits at the annual Essberger Ship Management Strategy Meeting at the excellent Tortue Hotel/Restaurant in Hamburg's city centre last January. Front left Director Johan Isaksen and clockwise next to him Dejan Golub (Newbuilding Manager), René Hogrefe (Deputy Crewing Manager), Kristof Kueck (Compliance Officer) David Jones (SSHEQ SI), Tina Döscher (Purchasing Manager), André Rimmel (Fleet Manager), Silke Steinfurt (Crewing Manager /Director HR Shore), Sergiu Bondoc (Project Manager), Askell Baardsen (Fleet Manager)

"Becoming a broker is not a job that you can study – you can only get a foundation"

Malte Willer of E&S Tankers' Commercial Department talks about dedication, persistence and networking

Seven brokers in search of new challenges. At the back, from left to right Henry Widderich, Christian Vang, Malte Willer; at the front, Emily Falckenhagen (trainee), Christin Maack, Mark Jarisch and Leif Nechwatal

To a great proportion, E&S Tankers' financial well-being relies on in-house brokers from the chartering department. A broker working for a shipowner focuses on representing the commercial interests of the shipowner in various aspects. Their primary role involves advocating for the shipowner's vessels and maximising their profitability. He strives to secure profitable charters (spot, COA or time charter), maintains vessel financial performance, and provides strategic advice to optimise the shipowner's assets within the dynamic and competitive maritime landscape.

Becoming a broker is not a job which you can study, you can only have a certain foundation. Usually becoming a broker is like a journey where the person professionally matures. There is no right or wrong way but mostly you combine relevant education, industry experience, networking and continuous professional development. It's a career that requires dedication, persistence and strong understanding of the maritime business. Further there is not a day when you can say you have mastered the profession, since every day there are new faces to the business, and you need to adapt. The beauty is, you only get more experienced every day, but you never stop learning new things.

E&S Tankers has employed 11 brokers. In addition to the regular salary, their total pay depends on the year-end results, i.e. they earn a bonus linked to the overall profitability of the company. We talked to Malte Willer of E&S Tankers about his job as a broker.

DAL/JTE NEWS: What is your vision of the job of a broker, what do you do at E&S Tankers?
MALTE WILLER: In a nutshell, an owners broker is the commercial representative, who finds the most suitable and best paying cargoes from his network or in the market to achieve the highest returns.

DAL/JTE NEWS: How did you become a broker and what drives you?
MALTE WILLER: I started in shipping in 2005 and have an extensive background in chemical tanker operation and chartering. After working in Hamburg and Switzerland for two chemical tanker owners, I joined Stolt Tankers in Rotterdam as operator in 2011 where I worked both in short- and deep-sea. Later I became a broker at Stolt Tankers in the inter-European service. After a total of seven years in Rotterdam, I joined Essberger Tankers as broker in 2018. During restructuring of the Essberger Tankers chartering department in 2019, I became in charge of COAs as tradelane manager for the Cont/Baltic region. With the establishment of E&S Tankers in January 2021, I assumed full responsibility as Commercial Manager (COA) for all COAs in all regions which we cover. Generally, I am fascinated by the fact that the business is a people business, and it is ever-changing, since for me "change equals chance", so there is always an opportunity to improve business and myself.

After my apprenticeship and logistics studies I started in operations and regard that as valuable time during which I gained a lot of meaningful experience. Same still supports me today in order to evaluate, question and agree commercial transactions we perform. I have always been interested in optimising voyage results and improving the bottom line. Further, I was vocal about the fact that I see myself in a commercial role. Once there was the right opening, I applied, got the job and progressed from there.

DAL/JTE NEWS: Is broker a full-time job in the office or do you have to travel a lot?
MALTE WILLER: There is always a deal to be made. Whilst there are core working hours and days, there are for example also ships running late in the evening or on the weekend and we may have the opportunity to replace and fix on a Saturday or Sunday. We frequently travel in order to see our customers and external broking houses. Or present our owners commercially at industry functions. Travelling is important to build and maintain your personal relationships within the network.

DAL/JTE NEWS: How do stay tuned in?
MALTE WILLER: For the day-to-day business we need a laptop and a phone. In the end it boils down to the connections, so we make sure to get the right information and deal with the correct people to employ the vessels best possible. Reliable reachability is therefore recommended.

DAL/JTE NEWS: Who are your contact partners in the office?
MALTE WILLER: Operations, Ship Management, SSHEQ, Crewing, Finance, Controlling, Post-Fixture, Insurance/Legal, IT – so basically everyone.

DAL/JTE NEWS: What kind of persons or characters do you need in your department?
MALTE WILLER: We work in a team, and we need many different characters and traits. We all have different strengths, and the diversity in our team makes us more resilient and enables us to adapt well to all the ongoing changes we face.